DOCUMENT RESUME

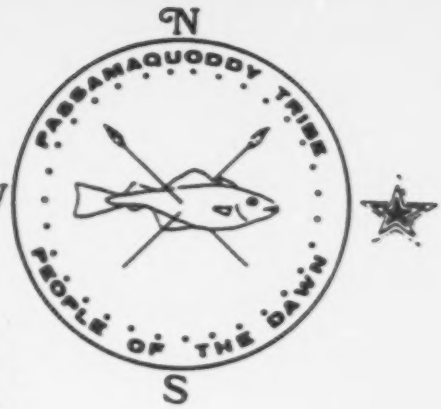
ED 327 351 RC 017 894

AUTHOR	Herzberg, Nancy; And Others
TITLE	Perspectives on Economic Development in Indian Country. A Report of the National Symposium on Native American Enterprise Zone Development (Washington, D.C., April 22-24, 1990).
INSTITUTION	Passamaquoddy Tribe - Pleasant Point Reservation, Perry, ME. Office of Training and Development.
SPONS AGENCY	Administration for Native Americans (DHHS/OHDS), Washington, DC.
PUB DATE	Apr 90
CONTRACT	90-NA-0803/01
NOTE	42p.
AVAILABLE FROM	Director, Passamaquoddy Tribe, Office of Training and Development, Pleasant Point Reservation, Perry, ME 04667.
PUB TYPE	Collected Works - Conference Proceedings (021)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	American Indian Reservations; *American Indians; *Business; *Economic Development; Entrepreneurship; *Federal Indian Relationship; Financial Support; Public Policy; *Tribes
IDENTIFIERS	Development Capital; *Enterprise Zone

ABSTRACT

In the past decade, tribal economic independence has come to be viewed as central to tribal survival as well as to self-determination and self-sufficiency. The Native American Enterprise Zone Symposium provided an opportunity for economic development practitioners and experts to share experiences and develop recommendations for reshaping federal policy affecting Native American economic development. Participants included federal policymakers, development experts from the private and public sectors, and 18 tribes pursuing enterprise zone projects. Panel presentations and discussions focused on: (1) the enterprise zone as a tribal planning tool; (2) capitalizing on inherent tribal advantages; (3) determining tribal social goals first, followed by economic goals and culturally appropriate development strategies; (4) considering cultural and environmental tradeoffs involved in particular development strategies; (5) searching aggressively and selectively for economic development projects; (6) operating on sound business principles; (7) determining whether enterprises are more appropriately owned and operated by tribal governments or individual tribal members; (8) obtaining private investment capital; (9) developing viable, local financial institutions and intermediaries; and (10) influencing federal policy concerning capital formation, human resource issues, longer funding periods for development projects, strategies for comprehensive long-range planning, more effective inter-agency coordination, and greater openness to innovative concepts. Appendices provide information on the symposium agenda and participants. (SV)

ED327351



PERSPECTIVES ON ECONOMIC DEVELOPMENT IN INDIAN COUNTRY

A Report of the National Symposium
on
Native American Enterprise Zone Development
April 22 - 24, 1990

Passamaquoddy Enterprise Zone Study Team
Nancy Herzberg
Robert Ho
Diana Scully

RC 017894

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Robert Ho
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☑ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERSPECTIVES
ON
ECONOMIC DEVELOPMENT IN INDIAN COUNTRY

A Report of the National Symposium
on
Native American Enterprise Zone Development

April 22 - 24, 1990

Passamaquoddy Enterprise Zone Study Team
Nancy Herzberg
Robert Ho
Diana Scully

This paper was prepared as a deliverable under an Administration for Native Americans (ANA) Grant (#90NA0803/01) to the Passamaquoddy Tribe (ME) to study the applicability of the enterprise zone concept as an economic development tool in Indian Country.

For copies of this and other papers, please contact the Passamaquoddy Enterprise Zone Project Coordinator:

Robert P. Ho, Director
Office of Training and Development
Pleasant Point Reservation
Perry, Maine 04667
Tel: 207-853-4609 or 207-853-4024

TABLE OF CONTENT

I. INTRODUCTION ..... P. 1

- Economic Development Debate and Activity
- Symposium
- Array of Perspectives

II. DEFINING "ENTERPRISE ZONE" ..... P. 3

- Confusion about Definition
- Location; Incentives; Process
- Reservations: Competitive Advantages

III. TYPES OF ENTERPRISES ..... P. 4

- Goals
- Large versus Small
- Sound Business Principle
- Tribal Politics
- Cultural Appropriateness; Tradeoffs
- Federal Contracts
- Service and Retail Sectors

IV. PRIVATE VERSUS TRIBAL ENTERPRISES ..... P. 7

- Differing Views
- Privatisation Model
- Mix of Models

V. ROLE OF FEDERAL GOVERNMENT ..... P. 9

- Historical Overview
- Reform Needed
- Greater Tribal Autonomy
- Continued Involvement with Federal Government

VI. SOURCES OF FINANCING ..... P. 11

- Private Capital
- State Industrial Revenue Bond
- Federal Support
- Local Support; Private Foundations

VII. TRADITIONALIST AND PROGRESSIVE VIEWPOINTS ..... P. 13

- Friction among Tribal Members
- Maintaining Tribal Identity
- Identity Crisis
- Traditionalist Viewpoint Recognized
- Best of Both Viewpoints; Inclusive Model
- Need for Balance
- Dominant Culture

VIII. CONCLUSION ..... P. 16

APPENDIX ..... P. 17

1. Flow Chart of Symposium Events; Agenda
P. 18

2. Presenter and Panelist Biographical Information
P. 23

3. ANA Funded Indian Enterprise Zone Projects
P. 29

4. List of Symposium Participants
P. 32

I. INTRODUCTION

Economic Development Debate and Activity

The past decade has seen much debate and activity regarding economic development in Indian Country. Barriers to economic development on reservations in the United States include geographic isolation, low capital resources, political instability, a low-skilled labor force, and substance abuse. Having relied on federal entitlement funding in the past, tribes now want to gain more control of their own destinies. Economic independence, therefore, is viewed as central to tribal survival as well as to self-determination and self-sufficiency.

With the winning of federal recognition, land claims settlements and oil/mineral rights, some tribes have made major strides in overcoming these barriers toward establishing financially lucrative businesses. Other tribes, less endowed with capital or natural resources, are still struggling to find ways to become more self-sufficient.

Symposium

It is in this context that the Native American Enterprise Zone Symposium was held in Washington, D.C., April 22-24, 1990. Sponsors of this event included the Administration for Native Americans (ANA), the Passamaquoddy Tribe (ME), the Seminole Tribe of (FL), the American Association of Enterprise Zones, and Eastern Maine Development Corporation.

Intended as a policy seminar, the symposium was to provide an opportunity for economic development practitioners and experts to share experiences and develop recommendations for reshaping federal policy affecting Native American economic development. Many of the participants represented tribes that have received ANA funds over the past three years to pursue enterprise zone projects, of which there are eighteen to date. Also present were policy makers from federal agencies and Congress, and development experts from both the private and public sectors.

Array of Perspectives

Two days of panel presentations and discussions surfaced a significant array of perspectives on issues affecting economic development in Indian Country. These are discussed in greater detail in subsequent sections.

- The "enterprise zone" concept is as much a sound planning tool for tribes as it is a geographic designation.

- Tribes can, and should, capitalize on their inherent advantages, even without Federal enterprise zone designation.

• Tribes need to establish clear goals for their economic development efforts.

• Tribes need to be both aggressive and selective in their search for economic development projects.

• Tribal enterprises must be operated on sound business principles.

• Reservation enterprises must be culturally appropriate to the particular community.

• Tribes need to consider environmental and cultural tradeoffs involved with particular economic development strategies.

• The determination must be made as to whether particular enterprises are more appropriately owned and operated by tribal governments or privately by individual tribal members.

• At the federal policy level, more attention needs to be paid to such key development variables as :

. capital formation,
. human resource issues,
. longer funding period for development projects,
. strategies for comprehensive, long range planning,
. more effective inter-agency coordination, and
. greater openness to innovative concepts.

• Over the long term, private investment capital is critical to Native American economic development. How to access this sector for resources is key.

• There is a need to develop viable, local financial institutions and intermediaries.

• Tribes must determine their social goals first and then choose their economic development strategies accordingly.

• There is need for an inclusive development model allowing for and encouraging local choices that both make good business sense and are empowering of tribal communities.

II. Defining "Enterprise Zone"

Confusion about Definition

It became clear by the second day of the symposium that there was confusion about the meaning of the term "enterprise zone". This concept was developed during the Reagan years as an approach to assisting economically depressed urban areas by offering special incentives for businesses to locate there. When federal legislation was being formulated, ANA initiated its enterprise zone grants program to test the applicability of the concept as a development tool for Indian tribes.

Location; Incentives; Process

At the Fort Peck Reservation (MT), the focus of the Assiniboine and Sioux Tribes' enterprise zone efforts has been an actual location or place - the tribally-owned Fort Peck Industrial Park. At the Rocky Boy Reservation (MT), efforts have been made to determine local incentives, including low-cost natural gas and timber resources, that could be offered to attract business for joint ventures with the tribe. For others, including the Seminole Tribe (FL) and the Leech Lake Reservation (MN), the focus has been on a development process, an opportunity to reflect upon the direction of economic development for their respective tribes.

All of these efforts are in a planning mode, developing an explicit strategy for economic development. As Sharon McCully of ANA stated, her agency has no set definition for enterprise zones. Rather, ANA sees it as a sound planning tool to help tribes examine what they need to do to stimulate and sustain long-term economic development. As such, the "enterprise zone" concept can be adapted by tribes to fit their particular circumstances.

The McCain bill, the primary piece of enterprise zone legislation on which tribes had pinned their hopes, now appears to be dead. This bill did not even use the word "zone", but was instead a direct incentives program for tribes.

Reservations: Competitive Advantages

Even without federal designation, there are a number of competitive advantages inherent in reservations, including an abundant labor force, natural resources, tax advantages, the availability of federal financing, and access to federal job training programs. The tribes represented at the symposium are attempting to determine what advantages they wish to market to outside business people so that new businesses can be developed to meet tribal goals.

III. Types of Enterprise

Goals

Symposium participants stressed the importance of delineating the goals of economic development efforts. Goals determine the types of enterprise tribes wish to encourage.

Increasing tribal self-sufficiency, creating more meaningful job opportunities, generating revenue for social programs and investment in further economic development, encouraging Indian ownership and management of businesses, and providing ways for people to maintain their traditional skills are representative of the goals tribes consider in composing development strategies. As several participants mentioned, tribes need to be both active and selective in their search for economic development projects that meet their goals, rather than accepting the sometimes opportunistic deals presented by outsiders.

For the Mississippi Band of Choctaw Indians, job creation was a primary concern. With little in the way of resources, but with determination and consistent leadership, the tribe was able to establish tribal businesses and joint ventures, in cooperation with leading automobile and other manufacturers. The various manufacturing enterprises employ many tribal members. Similarly, the Penobscot Nation (ME) established a tribally-owned manufacturing business (audiocassettes) that has reduced unemployment on their reservation.

Some ventures, such as the purchase and sale of Dragon Cement by the Passamaquoddy Tribe (ME) did not create jobs for tribal members, but rather capital for further economic development efforts.

Large versus Small

While the strategy of some tribes has been to attract business to their reservations and negotiate large business deals, others, such as the Pine Ridge Sioux (SD), have emphasized the encouragement of micro-enterprises and small businesses, that have been able to expand with loans made available through the Lakota Fund, established with assistance from the First Nations Financial Project.

Sound Business Principles

Regardless of the types of enterprises chosen, they must be operated using sound business principles. Many participants mentioned the need to establish tax codes and mechanisms, among others, to create a regulated business environment. For some tribes, revision of tribal constitutions has been necessary.

Tribal Politics

Symposium participants frequently mentioned the need to shield tribal business from tribal politics. In order to be successful, businesses must be allowed to operate without undue political interference in daily operations. However, when enterprises are established to meet "tribal" goals, they will invariably be influenced by non-business factors. This situation is not unlike that in the dominant culture, in which business and government serve one another's interests.

Cultural Appropriateness; Trade Offs

Enterprises on reservations, whether tribally-owned businesses, joint ventures, or entrepreneurial activities, must be culturally appropriate to the particular community, including the skills and interests of tribal members. At the same time, the type of business chosen can alter the culture of the tribe. For Example:

- Chief Phillip Martin of the Mississippi Band of Choctaws mentioned the need for tribal members to conform to the scheduling demands of manufacturing enterprise.

- A promotional video of the Fort Peck Reservation (MT) mentions the Indian heritage of craftsmanship that contributes to tribal members' ability to do detailed, high-technology handiwork. Of course, it is hoped that work can be structured so that it remains stimulating to the employees.

Tradeoffs might be involved in other areas as well. This symposium began on the twentieth anniversary of America's first official "Earth Day", and respect for the environment was mentioned as a hallmark of Indian culture. Yet environmental tradeoffs may be involved with projects based on the development of timber and water resources, although with proper management that is not necessarily the case.

Tourism potential was mentioned by several as ripe for further exploration by reservations, even though previous EDA-funded projects failed and reservations, such as Leech Lake (MN), are trying to move their development focus away from tourism. Tourism has inherent in it certain cultural and environmental tradeoffs.

Federal Contracts

Many tribes are reliant on contracts with the Department of Defense, which has a five percent minority purchasing goal. This approach raises several issues, including those of social values and dependence on the Federal Government, as well as the question of the consequences of likely reductions in defense spending.

Service and Retail Sector

Charles Trimble, an Indian economic development consultant, mentioned that from the early days of European domination of this country, stores on the reservations were licensed to outsiders and Indians were forced to relinquish control of the lowest level of commerce in their own communities. Several participants mentioned that tribal members tend to spend their money for goods and services off-reservation. The Mississippi Band of Choctaw Indians has a tribally-owned shopping center with only one business in ten owned and operated by an Indian entrepreneur.

Although not explicitly mentioned during the symposium, such information provides a clue that development of a viable service and retail sector may be prudent for many reservations.

IV. Private Versus Tribal Enterprise

Differing Views

Steve Stallings, President of the National Center for Native American Enterprise Development, suggested that the service and retail sector is often most appropriately operated by individuals, as opposed to tribes. Robert McLaughlin, President of Robert McLaughlin Company, stated that private enterprises on the Standing Rock Reservation (ND) have prospered, while tribal enterprises have failed. He criticized the bias of the Federal Government toward tribally-owned enterprise and advocated for encouragement of private sector investments.

On the other hand, Chief Phillip Martin, of the Mississippi Band of Choctaw Indians, stated that tribes have access to land and capital that individuals do not. With tribal control, businesses can be established to meet goals for the good of the entire tribe, such as job creation. Of course, there is a need to recognize the importance of making the enterprise financially successful so that over-employment does not put it out of business.

Privatisation Model

Countering the dominance of tribally-owned business in Indian economic development, Robert Nelson, economist with the U.S. Department of Interior, put forth a privatisation model, suggesting that Native Americans follow the example of "Perestroika". He advocated the selling of tribal businesses to individuals, including non-Indians. He went so far as to mention "land reform", in which even tribal lands would be privatized and could enter into non-Indian ownership.

It was noted that this viewpoint runs contrary to the communal nature of tribes. Tribes are not like Eastern Europe, where "collectivization" (common ownership of land) was imposed. The concept of "private ownership" has been imposed on Native Peoples since the advent of European domination of this continent. The tribes' traditional sense of connection to the land is much more than a place to generate profit.

Non-Indian ownership of lands once under tribal sovereignty has eroded Indian control over their remaining land base. Ronnie Jo Henry, Economic Development Planner for the Rocky Boy Reservation (MT), mentioned with pride that his reservation had no allotted lands and therefore retained control over resources, including the ability of the tribe to offer natural resource incentives to businesses wishing to locate on the reservation.

Mix of Models

While the issue of tribal versus private can be divisive, programs such as the Lakota Fund offer a mix of models. In this instance, a tribal mechanism is used to help finance individual

micro-enterprises and small business. Tribal governments can encourage entrepreneurs in activities more appropriately undertaken by individuals.

On the Choctaw Reservation (MS), for example, the tribally owned shopping center leases space to individual business people. As Martin Seneca, attorney for the Seminole Tribe (FL) pointed out, even fishermen are engaged in private enterprise, yet are reliant on Federal treaty arrangements with their respective tribes. Some fishermen have formed cooperatives, a structure somewhere between private and community ownership.

The key is finding a workable balance of tribal and private reservation economic activity.

V. Role of the Federal Government

Historical Overview

After dramatically reviewing the history of the Federal government's relationship with tribes, Martin Seneca questioned whether economic development is even possible on reservations and whether tribes are in a position to compete in the dominant market economy. He stated that historical circumstances have deprived Indian reservations of a viable economic basis for development. The economic viability of tribes is also shaped or determined by the nature and quality of their land base, its natural resources and locational advantages/disadvantages. Federal policy has reduced once-efficient tribes with a high level of societal order into largely dependent communities, with tribal economies often based on Federal grants and contracts.

Reform Needed

There was general agreement about the need to reform the current operation of federal programs dealing with Indian economic development:

- The focus of much frustration with the Federal government was the Bureau of Indian Affairs. Many cited its ineffective management, specifically its limited funding of and expertise in technical assistance. Chief Martin mentioned that the BIA had been slow in approving a loan to a prospective Choctaw entrepreneur. Some said that the BIA has not funded the more innovative concepts presented to it for consideration. Several advocated that the BIA be dismantled altogether. One symbol of the diminishing role of the BIA is the use of former BIA dormitory buildings for tribal business.

- Many criticized the fragmented funding structure of Washington, D.C., agencies. This is time-consuming for tribes attempting to undertake economic development activities that require timely and coordinated decisions by agencies.

- Complaining about the disjointed planning in Washington, Dr. Tim Treadwell of the Soboba Band of Mission Indians (CA) called for a complementary and coordinated interagency approach. Another concern Dr. Treadwell expressed was that the time frames set by federal agencies, including ANA, for economic development programs are often too short to bear fruit. He advocated longer time frames and longer-range planning.

- Dr. Treadwell and others also mentioned the lack of up-front capital as problematic in dealings with EDA. One suggestion was that BIA and ANA finance buildings on speculation, in order to address the critical need of capital-poor reservations for infrastructure to support business ventures.

Greater Tribal Autonomy

The growing push for greater tribal autonomy and a loosening of Federal control emerged as a key issue:

- Bruce King of the First Nations Financial Project advocated greater tribal access to trust funds currently managed by the BIA. He commented that direct use of these funds would allow more investments on a local basis and have tremendous impact on Indian country.

- Robert Nelson mentioned the possibility of having technical assistance provided locally, by universities, for example, rather than being provided through BIA area offices. He did, however, mention that the BIA, along with corporations and foundations, would need to fund such an effort.

- Charles Trimble noted that the subsidized economies on reservations are part of a social pathology of dependency that has ravaged the Indian reservations for too long. He believes that the tribes should be given opportunities to access private capital markets. He went on to say that the matter is not "either/or". Tribes need not choose between dog-eat-dog, free market economies versus oppressive federal subsidies. Rather, tribes, like municipalities, can take advantage of federal assistance to support economic and social development.

Continued Involvement with Federal Government

Even those who most strongly advocated for an emphasis on tribal initiatives to attract private enterprise and otherwise develop their economies, still acknowledged the importance of Federal funding and policy, including programs giving preferred access to government contracts, the U.S. Department of Commerce's possible promotion of tourism on reservations, and the Small Business Administration's MESBIC program to match private venture capital. It was widely agreed that there is a need to link federal policy with local planning and that ongoing input is needed from people in the field.

Acknowledging the decline in government support following the Nixon years, several participants stressed the need to develop connections with those in the White House and Congress in order to shape Federal policy affecting Indian economic development. One vehicle mentioned for mobilizing lobbying efforts was the National Congress of American Indians.

VI. Sources of Financing

Private Capital

Even those who advocated greater access to private capital markets and a lessening reliance on the Federal Government decried the substantial budget cuts in Indian programs. Indeed, it is precisely because of the ever-changing political climate that many would like to see greater tribal self-sufficiency. Because federal capital is insufficient, many participants agreed on the need for private investment capital.

Charles Blackwell presented the large Japanese investment bank, Daiwa Securities, as a possible source of capital. One potential project he mentioned was a Japanese-backed large-scale forestry products venture in America that might be interested in purchasing timber from tribes and possibly establishing a joint venture for operating its plants. However, such ventures could lead to environmental degradation if there is an expectation of clear-cutting timber on Indian lands.

State Industrial Revenue Bond

As a result of cultivating good relationships with local and state governments, Philadelphia, Mississippi, sponsored a state industrial revenue bond for constructing a building to house the American Greeting Card operation on the Choctaw Reservation. Chief Martin stated that while the town had previously been discriminatory towards Indians, the tribe's financial success made a difference. It was federal programs that got the tribe started on the path of economic development.

Federal Support

It is likely that tribes will face continued reliance on the Federal Government for funds, including BIA development grants, loans and loan guarantees; EDA and UDAG funds for financing reservation infrastructure; SBA, including the MESBIC program and the Indian joint venture amendment to the SBA 8 (a) program; JTPA for support of on-the-job training and job placement; and the Carl Perkins funds for vocational training.

Even cash-rich tribes like the Passamaquoddies have been able to access commercial banks successfully, in part because of the promise of BIA loan guarantees.

Bob McLaughlin cited low investment by the Federal government in economic growth for Indian tribes (as well as the nation as a whole), and would like to see this situation remedied. The Indian Development Finance Corporation Act might also yield a source of capital for tribes (although Bob McLaughlin voiced concern over its potential to be politically influenced by tribal owners). The fate of this proposed legislation is uncertain, as the Reagan Administration vetoed it, claiming that it would bring duplication of existing government services.

Local Support; Private Foundations

It was agreed that there is a need for viable local financial institutions and intermediaries (credit unions, development corporations) to serve local entrepreneurs. One innovative approach to creating these kinds of financing opportunities is the First Nations Financial Project, which helped establish the Lakota Fund and is in the planning stages for similar loan funds on other reservations. First Nations is also seeking funds for direct deposit into tribal banks and credit unions and is trying to encourage relationships with local banks through its Reservation Partnership Program.

The First Nations Financial Project is financed by private foundations, which are in essence a form of income redistribution from the wealthy to the not-so-wealthy. Foundation funding can often entail social goals as well as the profit motive inherent in other types of financing.

VII. Traditionalist and Progressive Viewpoints

Friction among Tribal Members

Tribes themselves are still in the process of determining their social goals. Even on reservations where material wealth has increased, severe social problems persist, including substance abuse, child abuse, suicide, divorce, and high student dropout rates. An improved business climate does not always address cultural deterioration, although the presence of increased employment opportunities often contributes to heightened self-esteem. Moreover, what in traditional economies was a way of life has now become business. This in itself has caused friction among tribal members.

On some reservations, with a shift to mercantile and monetary values, the split between "traditionalists" and "progressives" has intensified. While many progressives are interested in attracting businesses (often manufacturing ventures or gaming operations) to the reservations, traditionalists are inclined to develop small-scale enterprises from the ground up, using local renewable resources and building on indigenous skills and values within tribal communities.

Maintaining Tribal Identity

Most American Indians feel the need to maintain their unique tribal identities. Yet the question arises how tribes can maintain their identities when participation in mainstream forms of economic development - including manufacturing businesses and the privatisation of business and land - lessens the distinction between tribes and the dominant culture. While tribal culture influences the economic development model chosen, it will in part be changed by whatever development is encouraged by the Federal government and the tribe itself.

Identity Crisis

Many reservation Indians face an identity crisis, caught between two worlds - the traditional and that of the dominant culture. While many have turned to the dominant culture for answers to social and economic problems, the dominant culture had caused these problems in the first place. Some have turned to their own roots for answers. They want to maintain a close connection to the land and retain the values of tribal unity and sharing. They are concerned with maintaining cultural traditions, including religion and language.

Traditionalist Viewpoint Recognized

Prominent among development models presented at the Symposium were those of the "progressive" vein. However, several participants described economic development projects that embody the traditionalist stance. Fishing cooperatives at Leech Lake Reservation and Bay Mills Indian Community (MI), wild rice harvesting

and marketing at Leech Lake (MN), and the growing of organic blue corn at the Pueblo of Santa Ana (NM): all are enterprises that incorporate traditional sources of livelihood, while responding to market demands. The First Nations Financial Project works to ensure healthy reservation economies consistent with traditional culture and values by helping members use well their existing skills and resources.

Best of Both Viewpoints; Inclusive Model

There is no easy or monolithic solution to Indian economic development. Native Americans cannot go back to the way of life they once had. Nor can they adopt, wholesale, the model of mainstream economics as a blueprint for their future. Perhaps borrowing from the best of both traditional and progressive viewpoints, tribes can develop a range of options for their members and some unique forms of economic development.

Rob Gips, an attorney and investment counselor with Tribal Assets Management (ME), argued for the importance of respecting diversity in approaches to economic development. An inclusive model of economic development is needed that can allow for a variety of goals, values, and scale. The economic development strategy must work responsively in the context of particular reservation communities. As participants mentioned, cottage industries are not suitable for all tribes, and bingo is not for everyone.

Need for Balance

Regardless of the types of enterprise developed, there is a need for balance between the needs of individuals, the community, and the environment. For example, according to Richard Ailes, Director of Development for the Pueblo of Santa Ana (NM),the Pueblo is developing:

- a resort in cooperation with Albuquerque, and also has a farm project to raise organic produce, including blue corn, that encourages the continuation of traditional agrarian economics;

- a golf course that will be supplied landscaping materials by a Native plant and tree farm.

Dominant Culture

For all types of development pursued, there is a need to ensure human dignity and environmental well being. It is ironic that at a time when some American Indians are seeking to imitate the business practices of the dominant culture, that culture is facing catastrophic environmental degradation, largely caused by some of those very business practices, including industrial mismanagement.

What's more, many in the dominant culture are turning to Native Americans to learn how to live well with the land and one another. Some of those seeking alternatives to mainstream culture have attempted consensus decision-making, the same form that Martin Seneca pointed out has been largely replaced by the "democratic" decision-making process, in compliance with the Federal Government's demands that tribes have a governmental system with which it could more easily negotiate. As he stated, the democratic system yields winners and losers.

It is hoped, indeed, that Indian economic development can develop a winning situation, in which tribes take from the dominant culture economic development strategies that work well for them, and leave the rest. Many non-Indians are doing the same, as they develop worker and consumer cooperatives, microenterprises and other entrepreneurships, and the barter economy as ways to incorporate humanistic values in their business dealings.

VIII. Conclusion

It was generally agreed that an inclusive model for economic development is needed, one that allows for a variety of types of enterprises. At the same time, each enterprise should itself strive to be culturally sensitive and socially responsive to local needs, as well as financially viable over the long run.

Tribal economic development should allow for the maximum participation and involvement by those living on reservations, so that decisions are not made exclusively by tribal leaders and planners, along with off reservation investors.

This symposium underscored the challenge facing economic development practitioners and policy makers. Clearly there is a need to ask the right questions about the intent, direction, and implementation strategy of Native American economic development. Just as clearly, there are no easy answers.

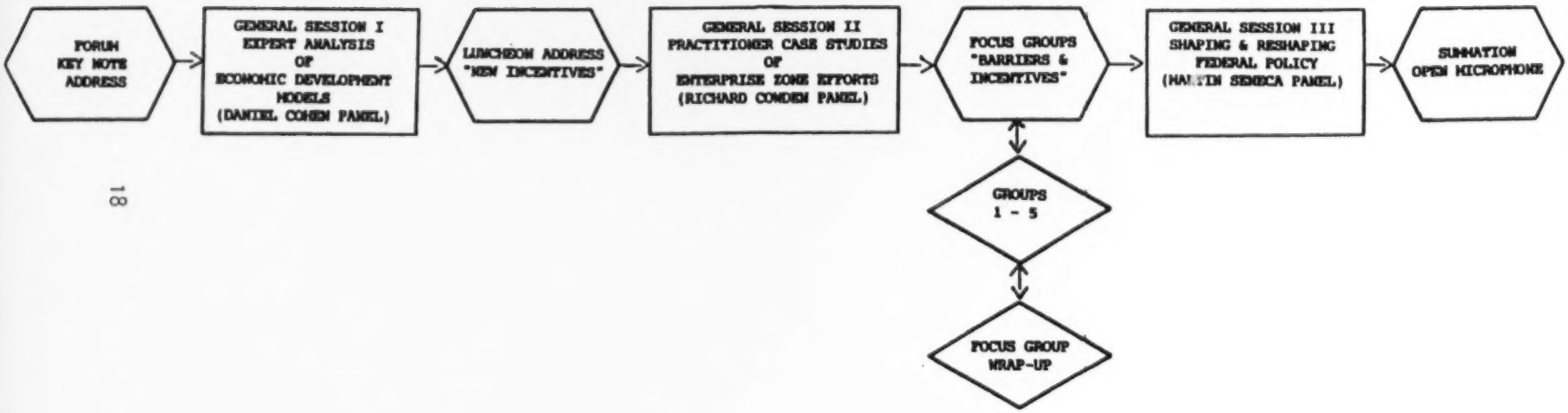
End

APPENDIX

1. Flow Chart of Symposium Events; Agenda
2. Presenter and Panelist Biographical Information
3. ANA Funded Indian Enterprise Zone Projects
4. List of Symposium Participants

NATIONAL SYMPOSIUM
ON
NATIVE AMERICAN ENTERPRISE ZONE DEVELOPMENT

A MODEL FOR PROGRAM ASSESSMENT AND POLICY ANALYSIS



18

NATIONAL SYMPOSIUM
ON
NATIVE AMERICAN ENTERPRISE ZONE DEVELOPMENT
Crystal City Marriott
Washington, D.C.
April 22 - 24, 1990

PROGRAM

SUNDAY, APRIL 22

5:30 p.m.	Registration
7:00 p.m.	Dinner
7:45 p.m.	Welcome, Introductions and Overview Robert Ho, Chair Symposium Planning Committee
8:15 p.m.	Symposium Keynote - "Social and Economic Development in Indian Country: Past Accomplishments, Present Issues and Future Trends" Introduction by: Sharon McCully, Executive Director DHHS Intra-Departmental Council on Indian Affairs and Symposium Planning Committee Speaker: Honorable S. Timothy Wapato, Commissioner DHHS Administration for Native Americans
9:00 p.m.	Adjourn

MONDAY, APRIL 23

8:30 a.m. Coffee/Danish

9:00 a.m. GENERAL SESSION #1 - "Models for Economic Development in Indian Country: Analysis of What Works and What Does Not Work in the Field"

Introduction by:
Rebecca Adamson
First Nations Financial Project

Panel Discussion

Chair/Moderator: Daniel Cohen, Writer
Columbia University School of Journalism

Panelists:

* Bruce King, First Nations Financial Project
* Philip Martin, Mississippi Band of Choctaws
* Robert McLaughlin, Standing Rock Sioux Tribe
* Stephen Stallings, National Center for Native American Enterprise Development
* Robert Gips, Tribal Assets Management

Summarizer: Charles Trimble
Charles Trimble Company

12:00 p.m. Lunch

Luncheon Speech- "New Incentives for Economic Development in Indian Country"

Introduction by:
David Cole, Executive Vice President
Eastern Maine Development Corporation

Speaker:
Robert Nelson, Economist
Department of Interior

MONDAY, APRIL 23
(Con't)

1:30 p.m. **GENERAL SESSION #2 - Case Studies of Native American Economic Development Efforts Using the Enterprise Zone Strategy**

Panel Discussion

Introduction by: Robert P. Ho
Symposium Planning Committee

Chair/Moderator: Richard Cowden, Director
American Association of Enterprise Zones

Panelists:

* Chuck Delaney, Delaware Tribe of Western Oklahoma
* Ronnie Jo Henry, Rocky Boy Reservation
* Erni Hirsch, Seminoles of Florida
* Craig Smith, Fort Peck Reservation, Montana

3:00 p.m. Break

3:15 p.m. **FOCUS GROUPS - "What are the Major Barriers to Tribal Development and What Incentives Can Help to Overcome them?"**

PEZ Project Staff and Consultants

4:45 p.m. **Wrap-up Day #1/Preview of Day #2 Activities**
Jonathan Prichard, PEZ Project and
Symposium Planning Committee

* * * * * * * * * * * *

7:00 p.m. **Lessons from the Field - an ANA Enterprise Zone Project Directors Dinner Workshop**

Erni Hirsch, Seminole Tribe of Florida
Symposium Planning Committee

TUESDAY, APRIL 24

8:30 a.m. Coffee/Danish

9:00 a.m. Summary of Focus Group Responses/Conclusions

Sharon McCully, Executive Director
DHHS Intra-Departmental Council on Indian Affairs and Symposium Planning Committee

9:30 a.m. GENERAL SESSION #3 - "Developing a Collective Platform to Help Shape Federal Policies Which Will Impact Tribal Economic Development"

Panel Discussion

Introduction by:
Erni Hirsch, Seminole Tribe of FLorida

Chair/Moderator: Martin Seneca
Attorney, Seminole Tribe of Florida

Panelists:

* Richard Cowden, American Association of Enterprise Zones
* Alan Parker, Senate Select Committee on Indian Affairs
* Charles Trimble, Charles Trimble Company
* Eric D. Eberhardt, Minority Staff Director & Counsel, Senate Slect Committee on Indian Affairs
* Michael Savage, Coordinator - Enterprise Zone Program, U.S. Department of Housing and Urban Development

11:15 a.m. Break

11:30 a.m. In Summation - Open Mike

Robert Ho, Chair
Symposium Planning Committee

12:30 p.m. Adjourn

SYMPOSIUM SPEAKERS

Cohen, Daniel - Mr. Cohen is a writer who has written numerous articles published in national publications. In 1989 Mr. Cohen had published by Atlantic Monthly an article which provided an insightful and in-depth look at Indian economic development efforts in the United States. Mr. Cohen is affiliated with the Columbia University School of Journalism.

Cowden, Richard, H. - Mr. Cowden is Executive Director of the American Association of Enterprise Zones, a national organization offering assistance to cities and states in formulating zone policies. His association represents interests of sites and localities in recommending federal enterprise zone policies.

Mr. Cowden has been a researcher and consultant to the Agency for International Development and the World Bank. He is a lecturer and author of several articles on the subject of enterprise zones, including articles in Barrons, The Wall Street Journal, and Readers Digest. Mr. Cowden has delivered testimony on enterprise zones at numerous congressional hearings. He is Principal of Free Zone Services, a consulting firm offering services for enterprise zone feasibility analysis, development, and marketing operations. Mr. Cowden has a Master of Urban Planning Degree from the University of Kansas.

Delaney, Charles, S. - Through 1989, Mr. Delaney has served as the Project Director of the Delaware Tribe of Western Oklahoma's Enterprise Zone Project. He has gained extensive experience and insights in Indian programs through his career with the Bureau of Indian Affairs. From 1973-1985, he served as Assistant Director of the Anadarko (Oklahoma), Area Office of BIA. He also served as Acting Director of the Office for much of that time. Mr. Delaney was directly responsible for and managed all of the Community Service activities in the Anadarko Area during his tenure with BIA. He has a Secondary Education degree from Dickinson State College, and graduate study at Arizona State University. He participated in the Federal Executive Institute in 1975.

Eberhardt, Eric D. - Mr. Eberhardt is the Minority Staff Director and Counsel of the Senate Select Committee on Indian Affairs. He received his B.A. degree from Western Reserve University in 1967 with a major in political science. In 1970, he received a J.D. degree from the University of Cincinnati and in 1972 was awarded an LL.M. degree from George Washington University. He has been actively engaged in the practice of Indian law since 1973.

As the deputy Attorney General of the Navajo Nation Washington Office from 1985 to 1987, Mr. Eberhardt was involved in the development and passage of federal legislation relating to all aspects of tribal self-governance and development.

Gips, Robert, L. - Mr. Gips completed his undergraduate work at Harvard University in 1976 and received both a law degree and a business degree from Yale University in 1982. He then clerked for the Chief Justice of the New Jersey Supreme Court. Since 1984, Mr. Gips has served as counsel to the Passamaquoddy Tribe, the Penobscot Nation and the Mashantucket Pequit Tribe, and worked extensively on tribal economic development projects. He specializes in complex financial transactions, which include the creation, financing and structuring of tribal enterprises, joint ventures and leveraged tribal buyouts.

Henry, Ronnie Joe - Mr. Henry is an economic development planner for Rocky Boy reservation, in Rocky Boy, Montana. He is a member of the Chippewa Cree Tribal Planning Office. Mr. Henry serves on the Boards of Directors of the Big Bud Manufacturing Company and the Native American Industrial Trade Association. He is Executive Director of the Chippewa Cree Development Company.

Hirsch, Erni - Ms. Hirsch is the Business Manager of the Office of Planning and Management, Seminole Tribe of Florida, Inc.. She has had a long working relationship with the Seminoles, and has been an active player in various economic and business development of the Tribe. As one of her activities with the Tribe, Ms. Hirsch currently coordinates the Tribes's enterprise zone activities.

Ho, Robert - Mr. Ho has served as the Training and Development Director for the Maine Passamaquoddy Tribe since 1984, during which time he has been an active participant in the Tribe's economic development efforts and has managed numerous training and development initiatives for the Tribe. These include projects funded by the Administration for Native Americans and Carl Perkins Indian Vocational Education Program, the Maine State Housing Authority and Department of Labor Women's Bureau. Mr. Ho's previous development experience includes positions with the U.S. Peace Corps, Maine Department of Education, CARE, Institute of International Education and the American Field Service. In the late 1970's he was a senior policy fellow at the National Institute of Education where a major focus of his work involved knowledge dissemination and use.

King, Bruce - Mr. King is a member of the Oneida Tribe of Indians of Wisconsin and holds joint positions with First Nations Financial Project as their Director of Operations and as their Oweesta Director. He has extensive experience working on economic development projects on Indian reservations. Mr. King was a TCEMP fellow and received a Masters in Management from Yale School of Management.

Martin, Phillip - Mr. Martin is the elected Chief of the Mississippi Band of Choctaw Indians, a Tribe of 4,600 members living in east-central Mississippi. He has a 30-year record of service to the tribal government, including 16 years as the tribe's chief elected official.

Nationally, Mr. Martin has served as President of the National Tribal Chairmen's Association, and as founder and past President of the United South and Eastern Tribes. He was the first President of the Board of Regents of Haskell Junior College.

During his most recent tenure as Chief (since 1979), reservation unemployment rates have declined from approximately 50% to their current level of about 20%. He has been responsible for establishment of an industrial park, a tribally-owned construction company, and several public service enterprises, such as the Choctaw Transit Authority, and Choctaw Utility Commission. Most importantly, he has developed the Chahta Enterprise, which assembles automotive wiring harnesses in three plants for the Ford Motor Company. In addition, he created Choctaw Greetings Enterprise, which hand-finishes greeting cards for the American Greetings Corporation of Cleveland, Ohio - the first plant built on an Indian reservation through the use of Industrial Revenue Bonds.

McCully, Sharon - Ms. McCully is the Executive Director of the Intra-Departmental Council on Indian Affairs at the U. S. Department of Health and Human Services (DHHS). The Council is the focal point on Indian issues within DHHS and serves as a department-wide advisory board to the Secretary.

Ms. McCully, an enrolled member of the Comanche Tribe of Oklahoma, has worked eight years in the Administration for Native Americans (ANA) Program Operations and Planning Division, and was also the Director of ANA's West Division. Prior to ANA she was with the Indian Head Start Program, Administration for Children, Youth and Families for seven years. Ms. McCUlly served as Education Director for the National Congress of American Indians in 1975, specifically working on a Tribal Government textbook for Indian high school students.

McLaughlin, Robert W. - As President of Robert McLaughlin Company, Mr. McLaughlin has extensive experience in reservation business and economic development. He has provided business consultant services for project investments in agriculture and the service industry. In the last three years he has developed business plans and arranged financing for private sector financial packages which resulted in the financing of $1.6 million for reservation small businesses. He has extensive knowledge of both the practice and theory of economic development. His experience with tribal, state, and federal governments range over a twenty year period.

Mr. McLaughlin holds a Degree in Architecture from the University of Washington, and an M.P.A. in Economic Development and Modernization from the Woodrow Wilson School of Public and International Affairs at Princeton University. He recently served on the national Advisory Council on Rural Development, a policy advisory council which reported its findings to the Secretary of Agriculture. He is an enrolled member of the Standing Rock Sioux Tribe.

Nelson, Robert H. - Since 1975 Mr. Nelson has served as a member of the Economics Staff, Office of Policy Analysis, within the Office of the Assistant Secretary for Policy, Budget and Administration, U.S. Dept. of the Interior. He has worked closely with the Bureau of Indian Affairs, and has played major roles in several significant BIA efforts. In 1985-86 he served as Chairman of the Interior Task Force on Indian Economic Development, writing most of the report, which made recommendations for government actions to aid Indian reservation economies. In the late 1980's he was project Director for Report on BIA Education: Excellence in Indian Education through the Effective School Process.

Mr. Nelson has staffed various other major efforts including the President's Commission on Privatisation; Commission on Fair Market Value Policy for Federal Coal Leasing; Twentieth Century Fund. He is an Assistant Professor of Economics at City College University of New York, and has served as a Visiting Scholar and Federal Executive Fellow at the Brookings Institute. Mr. Nelson holds a Ph.D. in Economics from Princeton University.

Parker, Alan - Alan Parker is an enrolled member of the Chippewa-Cree Tribe of the Rocky Boy Indian Reservation in Montana. He has been the Staff Director of the Senate Select Committee on Indian Affairs since 1987. Prior to that, he served as the President of the American Indian National Bank from 1983 to 1987. He also served as an Attorney in private practice in Washington, D.C. and on the Tribal Government Task Force of the American Indian Policy Review Commission.

Mr. Parker was the founding editor and publisher of the Indian Law Reporter. A graduate of the UCLA School of Law, he is a member of both the District of Columbia Bar Association and the American Indian Bar Association.

Savage, Michael - Mr. Savage is Deputy Director of the Community Development Block Grant Program, and Coordinator of the Enterprise Zone program, U.S. Department of Housing and Urban Development. He has over thirty years of experience in the field of Community and Economic Development, including both housing and community development programs. Mr. Savage is a charter member of the federal Senior Executive Service, and the recipient of numerous awards for special achievement and superior service. He serves as the HUD chapter President of the Senior Executives Association. Mr. Savage has an BA and MA from the University of California, Berkeley, and has undertaken graduate studies at the Woodrow Wilson School of Public and International Affairs at Princeton. He is the author of several published articles and serves on the Editorial Board of the Economic Development Quarterly.

Seneca, Martin - Mr. Seneca is the attorney for the Seminole Tribe of Florida, Inc. In that capacity, he provides counsel on many complex legal issues that relate to business acquisition and

expansion strategies. He also has expertise in government contract administration.

Mr. Seneca has twenty years of experience in federal programs and economic development. He has assisted various small businesses in securing financing and contracts from the federal government and has been instrumental in developing approaches to economic development in depressed communities. Mr. Seneca has a J.D. from Harvard Law School and is a member of the District of Columbia Bar. He served as Acting Deputy Commissioner of the Bureau of Indian Affairs, 1978-79, and also has served as BIA's Director of the Office of Trust Responsibilities.

Smith, Craig - Mr. Smith is the Enterprise Zone Coordinator for the Fort Peck Assiniboine and Sioux Tribes, located in eastern Montana. Mr. Smith, an enrolled member of the Assiniboine and Sioux Tribes, has worked for his Tribe the past 3 years, covering various areas of economic and community development. He has been responsible for setting up an enterprise zone on the reservation, applying for federal designation, managing the activities within the zone, and establishing and disseminating marketing material that is essential for a successful zone and for overall economic development. Mr. Smith has over ten years of experience in agriculture, having worked on his families' farming operation. He has a Bachelors of Science degree in Business Administration from the University of Montana. Mr. Smith is a member of the American Association of Enterprise Zones, American Association of Indian Affairs, Native American Industrial Trade Association, the Fort Peck Economic Development Commission. He also is a member of Wolf Point Community Organization's Casino and Great Divide Manufacturing company's Board of Directors.

Stallings, Steven L.A. - Steven L.A. Stallings is President of the National Center for American Enterprise Development (formerly the United Indian Development Association) headquartered in Los Angeles. The National Center is a nonprofit corporation providing business and economic development assistance to tribes and American Indians. The National Center has assisted over 780 businesses and secured $150 million in loans and contracts creating 2,800 jobs for Indians.

Long interested in developing American Indian entrepreneurs, Mr. Stallings formed the UIDA Consulting Group, which does economic research, trains Indian managers and develops joint ventures with private industry. Mr. Stallings has conducted dozens of workshops and seminars. Two of his training texts are used throughout America by Indians learning business planning and management. Mr. Stallings is listed in Who's Who in Finance and Industry, and Who's Who in the West. A member of the San Luiseno Band of California Mission Indians in Rincon, he has a B.S. degree in business administration from California State University, Long Beach, and an M.B.A degree from the University of Southern California.

Trimble, Charles S. - Mr. Trimble is President and owner of Charles Trimble Company, a consulting firm dedicated to economic development on American Indian reservations and in Native American communities. His company works to secure technology, management and capital for projects in Indian country. Mr. Trimble is a past Executive Director of the National Congress of American Indians, the oldest and largest intertribal organization in the United States. He has served on the Board of Directors of the American Indian National Bank, and is a Charter member of the American Indian Scholarships, Inc. The Charles Trimble Company coordinated the BIA study in the early 1980's, "Applicability of Enterprise Zones to American Indian Reservations". Mr. Trimble is a member of the Pine Ridge Indian Reservation of South Dakota.

Wapato, S. Timothy - Mr. Wapato was sworn in as Commissioner, Administration for Native Americans (ANA), Department of Health and Human Services, on September 5, 1989. Mr. Wapato is an enrolled member of the Colville Confederated Tribes, Nespelem, Washington. Prior to his appointment Mr. Wapato was active in various Native American efforts. He has worked with numerous tribal, community and civic organizations, including the Los Angeles Indian Center, the Los Angeles United American Indian Council, the Los Angeles City-County Native American Commission, Affiliated Tribes of Northwest Indians, the National Congress of American Indians, Northwest Renewable Resources Center, and the Wilderness Society.

Mr. Wapato is well-known to Pacific Northwest Indian Tribes, following his involvement in the resolution of several long-standing regional natural resource controversies. His negotiating skills were decisive in securing an international salmon conservation and allocation agreement between Canada and the U.S. in 1985. Subsequently he served as Chairman of the U.S. delegation on the bilateral Pacific Salmon Commission, from which he became chairman of the Commission during 1987. Conservation organizations and others have honored Mr. Wapato for his work in resource management.

ANA ENTERPRISE ZONE PROJECT LIST

Ms. Sharon Teeple
Bay Mills
Clinton Parish
RR 1, Box 313
Brimley, MI 49715
(906) 248-3241

Project Period Ends 1/31/90

Mr. Chuck Delaney
Delaware Tribe of Western OK
Post Office Box 825
Anadarko, OK 73005
(405) 247-2448

Project Period 7/87 - 9/89

Mr. Peter Pino
Pueblo of Zia
General Delivery
San Ysidro, NM 87053
(505) 867-3304

Project Period Ends 1/31/92

Eligio Montoya
Santa Ana Pueblo
Star Route Box 37
Bernalillo, NM 87004
(505) 867-3301

Project Period Ends 8/31/90

Richard Ailes
Santa Ana Pueblo
Star Route Box 37
Bernalillo, NM 87004
(505) 867-3301

Project Period Ends 8/31/90

Mr. Craig Smith
Assiniboine and Sioux
Post Office Box 1027
Poplar, MT 59255
(406) 768-5155

Ms. Jackie Miller
Assiniboine and Sioux
Post Office Box 1027
Poplar, MT 59255
(406) 768-5155

Mr. Timothy Treadwell
Soboba Indian Tribe
Post Office Box 487
San Jacinto, CA 92383
(714) 654-2076

Mr. Edward Aubert
Blackfeet Tribe
Planning Department
Post Office Box 'D'
Browning, MT 59417
(406) 338-7406

Mr. Daniel F. Rapp, Chairman
Potowatomi Indian Nation, Inc.
53237 Town Hall Road
Dowagiac, MI 49047
(616) 782-6323

Mr. Robert Nygaard, Director
Sault St Marie Tribe of Chippewa
206 Greenough Street
Sault St Marie, MI 49783
(906) 635-6050

Mr. Ted Maloney
Upper Skagit
2284 Community Plaza
Sedro Woolley, WA 98284
(206) 856-5501

Mr. James M.D.R. Hawkins — Project Period 9/88 - 1/90
Great Lakes Intertribal Council
Post Office Box 9
Lac du Flambeau, WI 54538
(715) 588-3324

Mr. S. Jon Schmitz — Project Period 9/88 - 1/90
Great Lakes Intertribal Council
Post Office Box 9
Lac du Flambeau, WI 54538
(715) 588-3324

Mr. Bruce King — Project Period 9/88 - 8/91
Oneida Tribe of Indians of WI
Post Office Box 365
Oneida, WI 54155
(414) 869-2096

Mr. Christopher Johns — Project Period 9/88 - 8/91
Oneida Tribe of Indians of WI
Post Office Box 365
Oneida, WI 54155
(414) 869-2096

Mr. Richard Sangrie
Chippewa Cree Tribe
Rocky Boys Route
Box 544
Box Elder, MT 59521
(406) 395-4421

Mr. Martin Jennings — Project Period 9/88 - 8/91
Leech Lk Reservation Business Comm
Route 3, Box 100
Cass Lake, MN 56633
(218) 335-8217

Mr. Robert Fitzgerald — Project Period 9/88 - 8/91
Leech Lk Reservation Business Comm
Route 3, Box 100
Cass Lake, MN 56633
(218) 335-8217

Ms. Erni Hirsch — Project Period 9/88 - 8/91
Seminole Tribe of Florida, Inc.
Planning and Management
6073 Stirling Road
Hollywood, Florida 33024
(305) 791-3722

Mr. Robert Ho — Project Period 10/88 - 2/90
Passamaquoddy Tribe
Joint Tribal Council
P.O. Box 301
Princeton, Maine 04667
(207) 853-4609

NATIONAL SYMPOSIUM ON
NATIVE AMERICAN ENTERPRISE ZONE DEVELOPMENT

List of Participants

Ray Curley
HC-61
Winslow, AZ 86047
(602) 686-6270

Dan Rapp
Potawatomi Indian Nation, Inc.
53237 Townhall Road
Dowagiac, MI 49047
(616) 782-6323

Merritt Sargent
2004 E. Michigan
Lansing, MI 48912
(517) 485-2732

L.D. 'Buster' Baxley, Jr.
Seminole Tribe of Florida
6073 Stirling Road
Hollywood, Florida 33024
(305) 321-1051

Gloria Duus
U.S. Dept. of Labor
Woman's Bureau
200 Constitution Ave, NW
Room S. 3317
Washington, D.C. 20210
(202) 523-6631

Lloyd Natah, Jr.
Post Office Box 97
Sacaton, AZ 85247
(602) 963-4323

Esther Juste
Post Office Box 97
Sacaton, AZ 85247
(602) 963-4323

Charles Blackwell
Daiwa Securities America Inc.
One World Financial Center
New York, NY 10281-1003
(212) 945-0100

Allan D. Garnaas
2836 Duke Street # 100
Alexandria, VA 22314
(703) 370-3377

Carol Andary
Bay Mills Indian Community
519 Court Street
P.O. Box 915
Sault Ste. Marie, MI 49783
(906) 632-1755

Richard Ailes
Santa Ana Pueblo
Star Route, Box 37
Bernalillo, NM 87004
(505) 867-3301

Eddie Almond
Eastern Band of Cherokee Indians
P.O. Box 455
Cherokee, NC 28719
(704) 497-4951

Edward Bassett
Passamaquoddy Tribe
Pleasant Point
Perry, Maine 04667
(207) 853-4024

Robert Bruce
Tribal Assets Management
P.O. Box 4834
Portland, Maine 04112
(207) 772-1765

Gary Morseau
Potawatomi Indian Nation
53237 Townhall Road
Dowagiac, MI 49047
(616) 782-6323

Nicholas Dow
Penobscot Indian Nation
6 River Road, Indian Island
Old Town, Maine 04468
(207) 827-7776

Robert Fitzgerald
Leech Lake RBC
RR 3, Box 100
Cuss Lake, MN 56633

Melvin Francis
Passamaquoddy Tribe
P.O. Box 343
Perry, Maine 04667
(207) 853-2551

Fred Francis
Passamaquoddy Tribe
P.O. Box 343
Perry, Maine 04667
(207) 853-2551

Henry Haven
Industrial Development Specialist
P.O. Box 663
Window Rock, AZ 86515
(602) 871-6968

Norma Hernandez
Shoshone-Bannock Tribe
P.O. Box 306
Fort Hall, ID 83203
(208) 238-3885

Jim Jeinetta
Sault Ste. Marie Tribe of Chippewa
206 Greenough
Sault Ste. Marie, MI 49783
(906) 635-6050

David Klauser
Small Business Administration
1441 L Street NW, Room 700
Washington, D.C. 20416
(202) 653-6381

Urban Giff
Lone Butte
Industrial Development Corp.
7125 W. Allison, Box 5000
Chandler, AZ 85226
(602) 961-1033

Judy Lutz
Houlton Band of Maliseets
Post Office Box 748
Houlton, Maine 04730
(207) 532-4273

Roy Gonnella
HUD
Washington, D.C.

L. John Lufkins
Bay Mills Indian Community
RR 1, Box 313
Brimley, MI 49715
(906) 248-3241

Andrew Masiel
Economic Dev Specialist
Soboba Indian Tribe
P.O. Box 487
San Jacinto, CA 92383
(714) 654-2765

R.C. Miller
Stockbridge-Munsee Tribe
Route One
Bowler, WI 54416
(715) 793-4111

Molly Miller-Gardner
Stockbridge-Munsee Tribe
Route One
Bowler, WI 54416
(715) 793-4111

Garry Monroe
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Dennis Moquino
Pueblo of Zia
Zia Pueblo
San Ysidro, NM 87053
(505) 867-3304

Robert Nygoord
Sault Ste. Marie Tribe of Chippewa
206 Greenough
Sault Ste. Marie, MI 49783
(906) 635-6050

Jim Platero
Industrial & Tourism Director
P.O. Box 663
Window Rock, AZ 86515
(602) 871-6968

Ken Poyner
Penobscot Nation
Forestry Department
Indian Island
Old Town, Maine 04468
(207) 827-7776

Richard Sangrey
Chippewa Cree Tribe
Box 544, Rocky Boy Route
Box Elder, Montana 59521
(406) 395-4372

Wayne Skenandore
Oneida Tribe of WI
P.O. Box 365
Oneida, WI 54155
(414) 869-4397

Mark Sorenson
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Jim Store
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Karen Suagee
US Dept. of Education
Indian Voc Ed Program
Mary E. Switzer Building
Room 4522
330 C Street, SW
Washington, D.C. 20202
(202) 732-2379

Timothy Treadwell
Soboba Indian Tribe
P.O. Box 487
San Jacinto, CA 92383
(714) 654-2765

Juanita Tso
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Johnny Thomson
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Eileen Yatsattie
P.O. Drawer 680
Zuni, NM 87327
(505) 782-4446

Joe Yazzie
Navajo/Leupp Schools, Inc.
HC-61
Winslow, AZ 86047
(602)686-6270

Elizabeth Sherblom
Eastern Maine Development Corp.
Post Office Box 2579
Bangor, Maine
(207) 942-6389

Mr. Michael Savage
Coordinator - Enterprise Zone Program
U.S. Dept. of Housing & Urban Development
HUD Building, Room 7280
451 7th Street, SW
Washington, D.C. 20410
(202) 755-6588

Ms. Sharon McCully, Exec. Director
DHHS Intra-Departmental Council
on Indian Affairs
Admin for Native Americans
200 Independence Ave., SW
Washington, D.C. 20201
(202) 245-6546

The Honorable S. Timothy Wapato
Commissioner
Dept of Health and Human Serv
Admin for Native Americans
200 Independence Ave., SW
Washington, D.C. 20201
(202) 245-7714

Mr. Daniel Cohen, Writer
Columbia University
School of Journalism
744 Park Avenue
Hoboken, NJ 07030
(201) 659-0952

Mr. Bruce King
First Nations Financial Project
69 Kelley Road
Falmouth, VA 22405
(703) 371-1615

Mr. Phillip Martin
Mississippi Band of Choctaws
Box 6010 - Choctaw Branch
Route 7, Box 21
Philadelphia, MS 39350
(601) 656-5251

Mr. Robert McLaughlin
Robert McLaughlin Company
Post Office Box 68
Solen, ND 58570
(701) 544-3427

Mr. Stephen Stallings
National Center for
Native American Enterprise Dev.
9650 Flair Drive
Suite 303
El Monte, CA 91731
(818) 442-3701

Mr. Robert Gips
Tribal Assets Management
178 Middle Street
Post Office Box 4834
Portland, ME 04112
(207) 773-7166

Mr. Charles Trimble
Charles Trimble Company
719 South 75th Street
Omaha, NB 68114
(402) 392-1420

David Cole
Executive Vice President
Eastern Maine Developmnt Corp.
Post Office Box 2579
Bangor, Maine 04401
(207) 942-6389

Mr. Robert Nelson, Economist
Department of the Interior
Mail Stop 4412
1849 C Street, NW
Washington, D.C. 20240
(202) 343-7531

Mr. Richard Cowden, Director
American Assoc. of Enterprise Zones
1730 K Street, NW
Suite 915
Washington, D.C. 20006
(202) 466-2687

Mr. Charles Delaney
Delaware Tribe of Western Oklahoma
Post Office Box 825
Anadarko, OK 73005
(405) 247-6783

Mr. Ronnie Jo Henry
Rocky Boy Reservation
Box 544 Rock Boy Route
Box Elder, MT 59521
(406) 395-4421

Ms. Erni Hirsch
Office of Planning & Mgmt.
Seminole Tribe of Florida
6073 Stirling Road
Hollywood, FL 33024
(305) 321-1051

Mr. Craig Smith
Fort Peck Reservation, Montana
Post Office Box 1027
Poplar, MT 59255
(406) 768-5155

Mr. Martin Seneca
Seminole Tribe of Florida
11333 Sunset Hills Road
Reston, VA 22090
(703) 437-4000

Mr. Alan Parker
Select Committee on Indian Affairs
U.S. Senate
838 Hart
Washington, D.C. 20510
(202) 224-2251

Robert P. Ho, Chair
Symposium Planning Committee
Passamaquoddy Tribe
Pleasant Point Reservation
P.O. Box 343
Perry, ME 04667
(207) 942-6389

Eric Eberhardt
U.S. Senate
Select Committee on
Indian Affairs
Washington, D.C. 20510
(202) 224-2251